

Connected Communities. Connected Data. Connected Government.



King County

**STRATEGIC INFORMATION
TECHNOLOGY PLAN**

2020 - 2023

12th

Largest county in the country



2.2 M

Current population



15.6%

Growth since 2010



22.1%

Foreign born



94%

Households
with computer



50.3%

Bachelors degree
or higher



9.3%

Persons living
in poverty



10

Fortune 500 companies
headquartered in King County

Source: [Census Bureau](#)

Forbes' list of "America's Best-In-State Employers"

CIO Message



Connected Communities. Connected Data. Connected Government.

Government is for the people and by the people. As we look to reimagine government services of the future, King County's use of technology will enable a paradigm shift in the services delivery model that connects government to the people. This requires a new, bold way of thinking about government.

Technology is the critical driver for connecting communities and government. As public servants, King County employees work hard every day to provide services to community members, enable mobility across the Pacific Northwest region that advances our collective economic and social interests, preserve and (in some cases) restore the vibrant natural wonders of this beautiful region, lend a hand when people fall on difficult times, and help everyone in this community achieve their full and unique potential. These opportunities compel outcomes through partnership and participation from all.

King County Connect marketplace is *the* single destination for government services and information to reach *directly* to those served, underserved and not served communities. The marketplace will connect the right services and information to individuals according to individual preferences, without having to know how government works or who provides a service. It will also leverage data to provide insights that improve decisions by county employees, service providers and communities at large.

The *communities we serve, the employees we support, and the partners we work with* benefit from responsive government that is customer centric. Improving service delivery, increasing transparency and reducing complexity will help county departments, agencies and employees better deliver upon the reasons why government exists.

King County is building government services of the future enabled by technology to create Connected Communities, Connected Data, and Connected Government. Starting here. Starting now. Reimagining government begins.

Warm regards,

A stylized, handwritten signature in black ink, appearing to be 'Tanya'.

Tanya Hannah

#GetInspired

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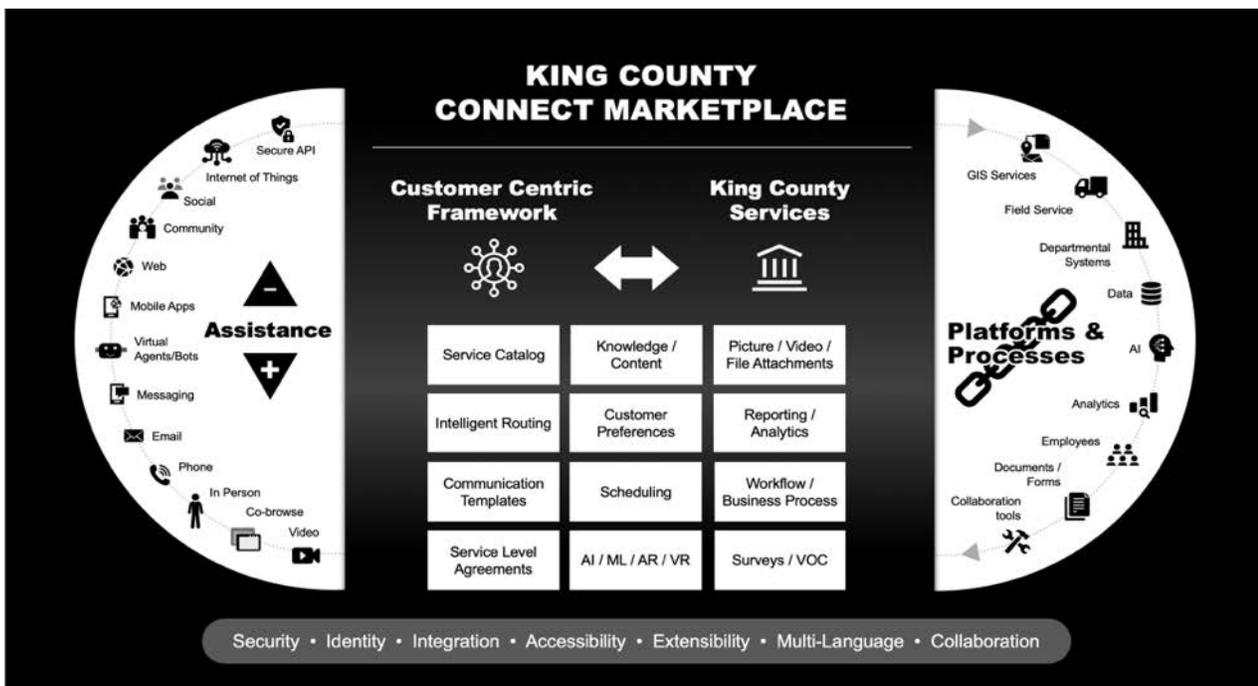
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EXECUTIVE SUMMARY



Focusing on innovation and providing digital access to technology, data and information for all people, the King County Strategic Information Technology Plan (SITP) 2020 – 2023 sets out to create a digital environment where King County’s communities are connected and have a vested interest in engaging and interacting with local government. Connected communities provide an opportunity for King County to understand customer pain points, future needs of individuals and businesses alike, digital accessibility for all, and desires for a responsive local government on key social issues. The plan centers on the development of a dynamic government marketplace, **King County Connect**, where any individual can **find, learn, transact, and participate** in thriving communities by expanding **digital access to King County services, resources, and information**.

As King County is a leading employer in the region, having been recently named to [Forbes Magazine’s list of “America’s Best-In-State Employers,”](#) King County is uniquely positioned to lead the County and region into the next generation of government engagement, connection, and service delivery where residents are connected, communities are strengthened, and services are seamlessly delivered. King County is a large, growing and diverse community with a digitally savvy and highly educated populace. But for all the progress and prosperity, some communities are being left behind. As the County continues to grow and prosper, which is expected to continue over the next decade, it is imperative that the County engages and connects in unique and diverse ways that meet the needs of its communities. The King County Connect marketplace will enable the County to deliver services in new ways to reach served, underserved, and not served communities.



This plan provides the roadmap for the next four years to reimagining King County government services delivery, which is both enabled and driven by technology. As a regional government, providing an array of services throughout the County, and a local government, providing services to the estimated 247,000 residents in the unincorporated areas, King County has many opportunities to lead the way in using technology for the advancement of communities by changing the delivery mechanisms for its services ranging from community health and human services, to mobility services, to parks and open spaces, and all services in between. Local services include roads, police protection through the Sheriff's Office, land use regulation and permitting, and surface water management. Many local jurisdictions contract with King County to provide certain services, including police protection, courts, jails, public defense, and additional transit service. All these services provide opportunities to partner and reimagine services in new ways.

The marketplace will allow government and technology innovations to flourish by focusing on communities, shared services, data management and government service delivery. This is accomplished as individuals, businesses and communities interact with government for services, information or transactions. King County will meet where individuals or businesses are at and provide service regardless of the method of engagement. The framework will allow Connected Communities; Connected Data; Connected Government.

Technology is the bridge that fills voids and provides access that helps communities change for the better. Technology can connect communities to their government, to each other, and to important information and services. Connected communities reduce complexity and make it easy and understandable for people to engage with and receive government services. By focusing on customer needs and not technology itself, it is possible to provide services that are understandable and easy to access. Connected communities also creates efficiencies by automating work and letting King County employees focus on meeting individuals' needs. With this paradigm shift, King County can move forward on how government can best serve individuals, businesses and communities.

To support the public's trust in government and increase transparency, technology connects community members so there is no loss of trust in government or disengagement:

- Use King County Connect to increase the channels available for constituent interactions, request and receive services, and request and receive feedback in native language for government services and information
- Safeguard data entrusted to the County by community members, manage risk and compliance per regulatory frameworks, and ensure modern approaches to cybersecurity, risk management and compliance practices
- Use data to ensure access to services and information, regardless of where the engagement occurs, are timely, relevant and delivered upstream where the needs are greatest and provide for successful outcomes
- Modernize approach to risk management for technology including scenario and threat planning, strategic responses for operational and financial management of risks, and ethical considerations to emerging technologies
- Support and expand transparency of performance of King County government through performance metrics, dashboards and open data

Saving precious natural resources and reducing the environmental impact, King County's technology solutions promote healthy environments by offering carbon neutrality and reduction in greenhouse gases in alignment with eco-friendly initiatives from [Climate Action to Sustainability](#):

- Implement process automation to eliminate or reduce paper consumption, storage, and warehouse costs for paper intensive processes, leading to a potential reduction of millions of pages of paper annually, saving trees, and reducing water consumption
- Support regional transportation mobility innovation for first or last mile connections and proactively implement intelligent mobility solutions that reduce the County's carbon footprint

Promoting regional mobility through remote services delivery, connecting communities to government and government to government:

- Promote and expand government innovation by using cloud, data and automation to deliver government services remotely (at home, through public/private partnerships or at alternate locations using Kiosks) reducing the transportation required by individuals to access government services
- Expand use of technology to ensure services are delivered via and optimized for mobile devices

Allowing for innovation and adaptability across our government to help King County be more dynamic and culturally responsive, the County's blueprint for action and change guides our [pro-equity policy and social justice](#) direction:

- Use broadband access study to further promote and expand digital equity for unserved and underserved communities through public and private partnerships and utilization of government assets
- Support non-profits by providing technical assistance through volunteer opportunities for technology teams, on-the-job training for non-profit work programs, or additional technical services

Setting the bar for technological innovations by nurturing a culture of innovation, encouraging continuous improvements and economic development opportunities:

- Implement shared services to create synergies and gain efficiencies and effectiveness across the King County enterprise improving fiscal stewardship of public resources
- Implement modern workplace that promotes collaboration and utilizes technology like digital assistants and virtual / augmented reality technology to allow employees to focus on delivering services and improve user experiences
- Create technology talent pipeline externally with communities by providing technology assistance to educational institutions or non-profit programs; or internally through employee development opportunities to include modern learning platforms and skills development through vendor partnerships, and
- Build or expand cross-jurisdictional partnerships to provide seamless government delivery of services.

BACKGROUND: THE TIME IS RIGHT



King County is home to a tech savvy populace who have come to expect technology driven innovation. As the County has grown and the needs of the population have changed, the County has continued delivering services in the same manner as it did 20 years ago. Past business, operational and technology models can't contend today. In the past 20 years, the advent of the internet, smart phones, social platforms, and the explosion of ecommerce have changed social norms and the expectations of King County customers.

Technology has transformed how services are consumed in many ways:

- **Procurement** – Government can advertise and receive bids for contracts on social media and enable digital contracting utilizing e-signatures.
- **Banking** – Government can enable mobile pay/wallets and reloadable cards.
- **Transportation** – Government can seamlessly integrate with private transportation while delivering a connected user experience and without polluting the environment with emissions or excessive noise.
- **Information** – Government can remember and utilize our preferences, suggest additional or reduced services, and stay connected through our preferred engagement channel.
- **Medicine** – Government can provide telemedicine options and integrated care across multiple services with contextual follow-ups all while protecting the privacy of our information.

New opportunities are popping up all the time and will only continue to accelerate. As today's disruptions become tomorrow's new normal, industries are having to adapt, and government is no different. These are exciting times for King County, which has a vibrant community with engaged, passionate community members. This region is flourishing with high-tech companies that are delivering on innovation faster than ever before. Visitors come to this region because of its reputation for cutting edge technology advancements.

As the County looks ahead to deliver excellent governmental services and achieve its [Best Run Government](#) priorities, now is the time to accelerate King County's use of technology to connect communities, data, and government. The County has demonstrated innovative ways to deliver services and the potential to build on previous technology investments to deliver government service when, where, and how the community desires. From Food Safety Ratings and Restaurant Placarding, mobile Orca tickets to Text to 911 and electronic payments, the technology investments have allowed King County to serve individuals and businesses, use money wisely and empower its workforce to offer new and innovative ways to deliver services This technology focus will allow a transformational shift from looking inward in the past to looking outward going forward on communities and how they connect with government and each other.

Powering much of this transformation is the next generation technology infrastructure available to most people:

- Portable high-speed computing power greater than that of large organizations only a generation ago thru Smart Phones;
- Anywhere access to data at high speeds and large volumes thru Internet access;
- Geo-spatial, context aware and tailored experiences only now possible using this next generation infrastructure; and,
- Instant communication and response not just with people but with things.

Despite these advances and opportunities, technology accessibility is not equally shared among King County residents. Accessibility, affordability, digital literacy, geographic or a myriad of all these factors combined play a role in some communities being left behind. These factors combined require a comprehensive response by King County as a leader, along with local jurisdictions, to fix these complexities together as no government can fix them alone.

So, what does this rapidly evolving environment, user expectations, and user accessibility mean for King County government? As the purveyor or contractor of public services funded by the public, there are some important distinctions between operating government services and operating private businesses:

- Governments are complex and offers many different types of services ranging from elections to public health, county roads, and other services including those contracted by local jurisdictions
- It is not driven by shareholder profit, but by statutory obligations and a mission to serve communities
- Public oversight and funding impacts speed at which changes can be designed and implemented.

What's more, customers don't always know how to get the services they need. Should they have to? Does government need to transform how it delivers services? How should government be utilizing next generation technologies? Will customers expect transformation by 2025? Do they already? These are the key considerations that guided development of the County's Strategic Information Technology Plan 2020-2023.



Guiding Principles

With a focus on innovation and providing digital access to technology, data, information and services for all people living and working in King County, this plan is creating a path to an environment where community members connect and engage within a dynamic government marketplace to ***find, learn, transact and participate*** in thriving communities through **universal access to King County services, resources, and information**. Below are the six guiding principles, that represent essentials to how King County approaches its work in changing communities for the better and have informed the work in this plan:

CONVENIENT

Access anytime and anyplace for speed and ease

EFFICIENT

Deliver rapidly transformative services that add value

EQUITABLE

Enable all communities to access and engage in the digital economy

RESPONSIBLE

Act sensibly with the use of public resources

SEAMLESS

Link to information, people, government and services being requested

TRANSPARENT

Share information with communities and policy makers while protecting data

VISION:

Making King County a welcoming community where every person can thrive.

CONNECTED COMMUNITIES.
CONNECTED DATA.
CONNECTED GOVERNMENT.



CONNECTED COMMUNITIES	CONNECTED DATA	CONNECTED GOVERNMENT
<p>Use King County Connect Marketplace to increase engagement points available to all for constituent interactions and requests, to request and receive services, and to interact in native language for government services and information</p>	<p>Safeguard data entrusted to the County by community members, manage risk and compliance per regulatory frameworks, and ensure modern approaches to cybersecurity, risk management and compliance practices</p>	<p>Implement process automation to eliminate or reduce paper consumption, storage, and warehouse costs for paper intensive processes, leading to a potential reduction of millions of pages of paper annually, saving trees, and reducing water consumption</p>
<p>Promote and expand government innovation by using cloud, data and automation to deliver government services remotely (at home, through public/private partnerships, or at alternate locations using Kiosks) reducing the transportation required by individuals to access government services</p>	<p>Use data to ensure access to services and information, regardless of where the engagement occurs, are timely, relevant and delivered upstream where the needs are greatest and provide for successful outcomes</p>	<p>Implement modern workplace that promotes collaboration and utilizes technology like digital assistants and virtual / augmented reality technology to allow employees to focus on delivering services and improve user experiences</p>
<p>Use broadband access study to expand digital equity for unserved and underserved communities through public and private partnerships and utilization of government assets</p>	<p>Support and expand transparency of performance of King County government through performance metrics, dashboards and open data</p>	<p>Implement shared services to create synergies and gain efficiencies and effectiveness across the King County enterprise improving fiscal stewardship of public resources</p>
<p>Support non-profits by providing technical assistance through volunteer opportunities for technology teams, on-the-job training for non-profit work programs, or additional technical services</p>	<p>Modernize approach to risk management for technology including scenario and threat planning, strategic responses for operational and financial management of risks, and ethical considerations to emerging technologies</p>	<p>Create technology talent pipeline externally with communities by providing technology assistance to educational institutions or non-profit programs; or internally through employee development opportunities to include modern learning platforms and skills development through vendor partnerships.</p>
<p>Expand use of technology to ensure services are delivered and optimized for mobile devices</p>	<p>Support regional transportation mobility innovation for first or last mile connections and proactively implement intelligent mobility solutions that reduce the County's carbon footprint</p>	<p>Build or expand cross-jurisdictional partnerships to provide seamless government delivery of services that support regional collaboration and solutions</p>

STRATEGIC PLAN

King County is uniquely positioned to lead the country into the next generation of government engagement, connection, and service delivery where people are connected, communities are strengthened, and services are seamlessly delivered. This plan builds on the foundational components that are already in place to transform how King County engages with its community, employees, and partners.

The King County Connects Government Marketplace starts connecting people to their community, their government, and to their data. The County has three (3) objectives in the 2020-2023 SITP:



KING COUNTY CONNECT MARKETPLACE



Customer Centric Framework



King County Services



Service Catalog	Knowledge / Content	Picture / Video / File Attachments
Intelligent Routing	Customer Preferences	Reporting / Analytics
Communication Templates	Scheduling	Workflow / Business Process
Service Level Agreements	AI / ML / AR / VR	Surveys / VOC



Security • Identity • Integration • Accessibility • Extensibility • Multi-Language • Collaboration

GOAL: CONNECTED COMMUNITIES



Goal 1: King County Connects

Goal Description: Service delivery and access to information can be conducted at a county office, over the phone, using online chat, video, text messaging, social media, mobile app, robotic processing, or through the County web page. Regardless of the engagement method that an individual prefers, the information will be presented by another person or technology in a way that is personalized to an individual's preference including language or accessibility needs.

Connected Communities seeks to achieve the vision of King County where all people can thrive. The County has embraced opportunity to rethink its technology approach, working to assure everyone can participate in the digital economy. King County Connect is the marketplace that has multi-channel engagement and experience that allows individuals or businesses to connect to services, information or transactions. The [County's Equity and Social Justice blueprint](#) guides the technology plan's pro-equity policy and social justice direction.

Connected communities' outcomes sought are:

- Use King County Connect Marketplace to provide more engagement points for individual or community interactions and requests, receive services, and interact in multiple languages for government services and information;
- Promote and expand government innovation by using cloud, data and automation to deliver government services remotely at home, through public/private partnerships, or at alternate locations. These actions will reduce the transportation required by individuals to access government services;
- Use the recommendations from [King County IT's broadband access study](#) to further promote and expand digital equity for not served and underserved communities through public and private partnerships and utilization of government assets;
- Support non-profits by providing technical assistance through volunteer opportunities for technology teams, on-the-job training for non-profit work programs, or additional technical services; and,
- Expand use of technology to ensure services are delivered and optimized for mobile devices.



PRIORITIES

Use King County Connect Marketplace to increase engagement points available for constituent interactions and requests, to request and receive services, and to interact in native language for government services and information.

- Design multi-experience channels into all technical and non-technical solutions to increase engagement points and not have dependency on any specific delivery channel.
- Create one-stop transaction exchange that communities can easily locate the services or information needed from King County and arrange for those services.
- Improve process automation to better deliver services and process workflows within and across departments and agencies.
- Access to delivery channels do not create hardships or disadvantages to any group or population.

Promote and expand government innovation by using cloud, data and automation to deliver government services remotely (at home, through public/private partnerships, or at alternate locations using Kiosks or other technology). These actions will reduce the transportation required by individuals to access government services.

- Expand text messaging, social media and video options within technical and non-technical solutions to increase engagement, thereby reducing the burden for transportation and travel time to facilities.
- Reduce dependence on physical locations and enable mobility solutions to conduct business with the County.
- Increase presence of digital services available to customers.

Use the recommendations from King County Department of Information Technology's broadband access study to further promote and expand digital equity for not served and underserved communities through public and private partnerships and utilization of government assets.

- Leverage opportunities and policies, including dig once, to increase broadband through public / private partnerships.
- Provide digital literacy opportunities to community support organizations to develop future talent pipelines.



PRIORITIES

Support non-profits by providing technical assistance through volunteer opportunities for technology teams, on-the-job training for non-profit work programs, or additional technical services;

- Support community based organizations with on-loan tech talent to provide technical support or assist with technology needs of organizations.
- Provide opportunities for on-the-job technical training through partnerships with education and community based organizations.

Expand use of technology to ensure services are delivered and optimized for via mobile devices

- Access and connection to services from King County are optimized for mobile devices and engagement can occur at home, at the office, at a King County facility, or a county partner's facility.
- Support multi-delivery channels that do not create hardships or disadvantages to any group or population.

GOAL: CONNECTED DATA



Goal 2: Unleashing Data

Goal Description: King County will use the vast amount of information that it possesses, coupled with partner data, to create insights that will assist county employees in delivering better outcomes and providing meaningful information to the community. Data is the cornerstone of the technology plan; integrating information sources and providing powerful tools to analyze the data will enable the creation of new insights and provide the ability to improve results. King County's customers, employees, and partners will share information and have access to information they need to achieve breakthrough results.

Connected data outcomes sought include:

- Safeguard data entrusted to the County by community members, manage risk and compliance per regulatory frameworks, and ensure modern approaches to cybersecurity, risk management and compliance practices;
- Use data to ensure access to services and information, regardless of where the engagement occurs, are timely, relevant and delivered upstream where the needs are greatest and provide for successful outcomes;
- Modernize approach to risk management for technology including scenario and threat planning, strategic responses for operational and financial management of risks, and ethical considerations to emerging technologies
- Support and expand transparency of performance of King County government through performance metrics, dashboards and open data; and;
- Support regional transportation mobility innovation for first or last mile connections and proactively implement intelligent mobility solutions that reduce the County's carbon footprint.



PRIORITIES

Safeguard data entrusted to the County by community members, manage risk and compliance per regulatory frameworks, and ensure modern approaches to cybersecurity, risk management and compliance practices.

- Protect and secure private information from external and internal threats.
- Identify approaches and ways to rationalize data collection requirements across the County as part of integrated technology solution review.
- Leverage existing commercial solutions available to limit the creation or storing of credentials or private information unless necessary to conduct or transact business.
- Update private practices and notifications on data collection and use.

Use data to ensure access to services and information, regardless of where the engagement occurs, are timely, relevant and delivered upstream where the needs are greatest and provide for successful outcomes.

- Create a data and transaction exchange / interfaces that enables partners, including non-profits and other jurisdictions to exchange information with King County in a secure manner.
- Redesign business processes to leverage partner organizations in communities.
- Structure information and services so emerging technologies can be easily incorporated into the service delivery model.

Support and expand transparency of performance of King County government through performance metrics, dashboards or open data.

- Create an analytical workspace for data that can be brought together from multiple sources to provide a broader perspective and richer insights.
- Support transparency with public dashboards on topics of importance to the public.
- Create data exchange with service providers where Information is used to promote better outcomes for clients receiving services from or on behalf of King County.

Modernize approach to risk management for technology including scenario and threat planning, strategic responses for operational and financial management of risks, and ethical considerations to emerging technologies.

- Model risks to determine importance and impact to King County resiliency.
- Update privacy and data practices to include analysis of emerging technologies against local ordinances, state and federal regulations.



PRIORITIES

Support regional transportation mobility innovation for first or last mile connections and proactively implement intelligent mobility solutions that reduce the County's carbon footprint

- Implement and support next generation technology for intelligent mobility solutions that reduce the County's carbon footprint.
- Create a safer and more secure mobility system through improved information collection and analytics.
- Improve mobility by facilitating integration between modes of transportation and creating new ways to move people from when they are to where they want to be.

GOAL: CONNECTED GOVERNMENT



Goal 3: Seamless Government

Goal Description: King County will create a digital marketplace for government services. This will include mediating transactions between departments and across government entities so that an individual can find the service or information that one is seeking in alignment with no wrong door approach to getting service. The digital marketplace will provide a catalog of services in a manner that is understandable to an individual. It will leverage emerging technologies to provide the capabilities for intelligent search like Google's capabilities. Information security, accessibility, and digital identity will be managed as part of the marketplace to ensure that user information is secured and protected. The marketplace will be used by the community to access services, complete transactions, and convert data into useful information. King County employees will use the marketplace to inform their work, develop automated workflows, assist customers, and to derive powerful insights from data and reporting to drive successful outcomes by using the data.

Seamless government objective establishes a consistent marketplace for government services in King County by aligning technology investments. King County will create standard electronic methods for delivering services, routing requests, reporting, integration, identity management, and interfacing with external entities. The use of electronic forms and signatures, automated routing, and speech recognition capabilities can augment delivery of services. Initially, the marketplace will connect communities to county services, and over time, the capability will expand to provide access to services provided by other entities, such as other jurisdictions or not-for-profit organizations.

King County is uniquely positioned to lead the country into the next generation of government engagement, connection, and service delivery where people are connected, communities are strengthened, and services are seamlessly delivered. This plan builds on the foundational components that are already in place to transform how King County engages with its community, employees, and partners. Government Marketplace starts connecting people to their community, their government, and to their data.

GOAL: CONNECTED GOVERNMENT



Goal 3: Seamless Government

Saving precious natural resources and reducing the environmental impact, King County's technology solutions promote healthy environments by offering carbon neutrality and reduction in greenhouse gases in alignment with eco-friendly initiatives from Climate Action to Sustainability. They set the bar for technological innovations by promoting Investing in You, economic opportunities and nurturing a culture of innovation:

- Implement process automation to eliminate or reduce paper consumption, storage, and warehouse costs for paper intensive processes, leading to a potential reduction of millions of pages of paper annually, saving trees, and reducing water consumption;
- Implement modern workplace that promotes collaboration and utilizes technology like digital assistants and virtual / augmented reality technology to allow employees to focus on delivering services and improve user experiences;
- Implement shared services to create synergies and gain efficiencies and effectiveness across the King County enterprise, improving fiscal stewardship of public resources;
- Create technology talent pipeline externally within communities by providing technology assistance to educational institutions or non-profit programs; or internally through employee development opportunities to include modern learning platforms and skills development through vendor partnerships; and,
- Build or expand cross-jurisdictional partnerships to provide seamless government delivery of services that support regional collaboration and solutions.

A vertical photograph on the left side of the page shows a woman in a pink jacket and a child in a purple jacket walking away from the camera on a gravel path through a forest. The scene is illuminated by warm, golden light from the setting or rising sun, creating a soft glow and long shadows. The trees are dense and their leaves are partially lit.

PRIORITIES

Implement process automation to eliminate or reduce paper consumption, storage, and warehouse costs for paper intensive processes, leading to a potential reduction of millions of pages of paper annually, saving trees, and reducing water consumption

- Increase presence of digital services available to reduce dependence on physical locations to conduct business with the County.
- Leverage and expand access and workflows that process community requests in a seamless and transparent manner.
- Leverage technology to coordinate service delivery within the County and with partner organizations to expand community access to services and information regardless of which organization is directly responsible for providing the service.

Implement modern workplace that promotes collaboration and utilizes technology like digital assistants and virtual / augmented reality technology to allow employees to focus on delivering services and improve user experiences

- Implement emerging technologies to grow innovation where technology is the engine for continuous improvement and create new ways for government to meet the needs of communities and employees.
- Redesign business processes to incorporate emerging technologies to expand services for communities and employees.
- Continue to modernize technical solutions using cloud, data and automation to deliver government services in new ways.
- Reimagine employee experience from hire to retire stream leveraging technology and process improvements.

Implement shared services to create synergies and gain efficiencies and effectiveness across the King County enterprise, improving fiscal stewardship of public resources

- Establish or expand internal services catalogues so that a function is created once and re-used many times across solution environment (for example, validating an address) and across multiple channels.
- Make services and/or applications, where appropriate, available both internally and externally through secure API's (Application Program Interface) or other appropriate technologies enabling seamless connections across organizations.



PRIORITIES

Create technology talent pipeline externally within communities by providing technology assistance to educational institutions or non-profit programs; or internally through employee development opportunities to include modern learning platforms and skills development through vendor partnerships.

- Develop talent pipelines for Communities of Opportunity through internships and participation and support of activities to open pathways to future careers.
- Invest in learning and development opportunities for employees to grow and develop to create new and exciting ways to deliver government services.

Build cross-jurisdictional partnerships to address government delivery of services

- Support collaboration opportunities for rapidly changing government service delivery model.
- Facilitate standard data sharing agreements for information exchanges between jurisdictions.

SWOC ASSESSMENT

THRUST

MOTIVATION

TRANSFORM

S	STRENGTHS	W	WEAKNESSES
	<p>LEADING EDGE</p> <ul style="list-style-type: none"> • Consistently high ranking in digital achievement • Strong partnerships with local, Industry leading technology partners • 2016 – 2019 strategic focus on infrastructure enabling future focus going forward • Funding successes for enterprise efforts 		<p>CHANGE AVERSE/SLOW</p> <ul style="list-style-type: none"> • High technical debt contained in legacy application portfolios • Multi-leader government designed for checks and balances not speed • Cultural aversion to risk and consequently change – engrained through existing business processes
O	OPPORTUNITIES	C	CHALLENGES
	<p>INNOVATION</p> <ul style="list-style-type: none"> • Success with Innovation Pilots • Partners expecting innovation leadership from IT that spans technology to include business change • Heavy training and growth emphasis for IT staff on agile processes, tools, and future technologies • Increased digital channels and capabilities rapidly evolving and affordably available 		<p>STATUS QUO</p> <ul style="list-style-type: none"> • High percentage of IT cost tied up in labor making investments less frequent • Internal as opposed to external/customer focus; limited or siloed connections with communities and citizens • IT often viewed as support organization rather than an enabler • Continued investment required for cybersecurity and privacy

WE LISTENED



7

Workshops Held



10

Focused Groups



1400

Participants

Outreach and Data Collection Meetings

Spring 2019 Governance Meetings

- Spring 2019 TMB
- Spring 2019 BMC
- Spring 2019 SAC
- CIO Roundtable

External Outreach

- City of Seattle
- Snohomish County
- Unincorporated King County
- State OCIO
- On Line Town Hall

Internal Stakeholder Meetings

- Environment
- Law, Public Safety, & Justice
- Local Services
- Public Health, Community & Human Services
- Transportation
- General Government

Special Thank You to all Parties Involved:

Business Management Council
Technology Management Board
Strategic Advisory Council
Agency and Department Staff
KCIT Staff
Other Governments
Industry Experts and Business Partners
Community Members



WE HEARD

Program Related Outcomes

- Reduce youth detention
- Technology enabled transit
- Zero emissions
- Improve homelessness
- Easy access to natural spaces

Work and Workforce Focused Outcomes

- Work from anywhere / anytime
- Video collaboration / Fully tech enabled conference rooms for online meetings
- Flexible work hours
- Mobile timesheets and benefits access
- Retraining for jobs that are being displaced by technology
- Actions that leverage existing tools and build new skills

Technology Consideration

- Automated and secure data exchanges with cloud apps
- Artificial Intelligence/ Machine learning
- Need to respond to new technologies like driverless vehicles
- Greater use of Cloud Computing



2016 – 2019 SITP Results Summary

The **2016 – 2019 SITP** focused on community engagement, electronic commerce and mobility, a need for real-time data to make informed policy and service delivery decisions, to provide mitigation of risk and the opportunity for improvements. This forward looking direction allowed King County to deliver on substantial technology investments that will pay dividends for years to come. The key principles and highlights are listed.

The technology initiatives embraced the following principles:

- **FASTER IT and BETTER RESULTS:** Accelerating and ensuring successful implementation of complex technology projects on which members of the community are dependent.
- **DATA ANALYTICS:** Creating a modern predictive analytics service for employees, so the Executive departments and Separately-Elected Agencies can better understand the impact of decisions, answer complex questions on resources and improve outcomes.
- **COMMUNITY ENGAGEMENT:** Creating seamless interactive customer experiences to make it easier to interact or and transact with government.

Technology highlights, fundamentals that allow for successful outcomes, from this plan include:

- An integrated delivery framework that leverages current and future capital investments.
- A seamless customer experience that offers multiple channels to interact and engage with government and local leaders.
- Using lifecycle management throughout the system development process.
- Reliance upon industry standards for hardware, software and data repositories.
- A cybersecurity framework that protects information from unauthorized access.
- A digital equity lens that considers all customers when technology is deployed.
- Information dissemination policies that promote the exchange of data at the lowest possible cost.

2016 – 2019 Strategic Technology Plan Results

DATA DRIVEN

Increased utilization of data to understand the current situation, analyze opportunities, measure results, and make more informed initial and corrective decisions.

COUNTY HIGHLIGHTS

- **Data Hubs:** King County already serves as the repository for cross-sector health and human services data and integration is necessary to gain insights into outcomes and picture of overall health with the County. **Public Health Seattle and King County** and **Department of Community and Human Services Integrated Data Hub** maintains aggregate population health data (vital statistics, disease surveillance data, community health indicators) and client-level data from emergency medical services. DCHS holds client-level behavioral health, Veteran, developmental disabilities, and employment services data as well as housing and services data within the Homeless Management Information System (HMIS). Client-level county and municipal jail data are also sent to DCHS. The **Transit Business Intelligence Resource Data (TBIRD)** expands Transit's business intelligence capabilities to improve the integration of Transit's data by linking and connecting data sources that would benefit from contextual analysis for operations.
- **Data Visualization and Insights:** King County has extensive enterprise data management capabilities that increase trust and transparency and fuel data-driven decision making. The use of enterprise visualization products – Tableau, Microsoft Power BI and Oracle have permeated throughout the employee base. Dashboards showcasing financial, HR, budget and county operations are leading to increased efficiencies, better insights and building a data-driven culture.
- **Automatic Vehicle Location for Non-Revenue Vehicles:** A partnership between Fleet and the County's fleet agencies including Transit, Airport and Solid Waste to outfit approximately 1,600 non-revenue vehicles. Major project components included installing telematics hardware on the vehicles to capture vehicle location and information such as odometer readings, frequency of use, idle time, engine state, status of vehicle hardware (e.g., plow and sweeper blades, sanding equipment), among others. Additional components included a software interface to view real-time data in a cloud-based platform.

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DIGITAL CIVIC ENGAGEMENT

Leverage technology platforms and tools as a channel to increase the opportunities, convenience and audience engaging with government.

COUNTY HIGHLIGHTS

- **Food Safety Ratings:** King County pioneered a streamlined food inspection process and rating system so individuals can make informed choices when dining out. Food safety signage is displayed in windows of more than 12,000 restaurants in King County. The consistent signage is easy-to-understand for the speakers of 170 languages in this region. Inspectors deliver timely inspection results while onsite with advanced mobile capabilities and can place updated placards instantly in the restaurant window.
- **Text to 911:** 911 services are universal and Text to 911 is a critical capability. Text to 911 provides individuals who are deaf, hard of hearing, or have speech disabilities with direct access to 911. In addition, people who are in a domestic violence or another situation in which they must silently contact 911 can do so. Suicidal persons have also demonstrated that they are willing to text but not call 911. In disaster situations or low cell coverage situations, texts will often get through when voice calls cannot.
- **Tax Transparency:** King County's Tax Transparency program is an innovative way in which property owners and renters can easily calculate how proposed or expiring levies, taxes, local improvement districts and other taxes will cost them on individual properties. These personal calculations precisely and instantly tell taxpayers where their money goes. There is nothing else in the nation providing this type of tax transparency to the public. Taxpayers simply go to a website, enter a King County address and instantly receive the property tax information, allowing them to make informed decisions about ballot measures.

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EFFECTIVE DIGITAL SYSTEMS

Increase value to customers by providing high quality digital systems to better meet their needs using standard components and continuous process improvement.

COUNTY HIGHLIGHTS

- **Electronic Health Records:** Electronic Health Records, data analytics, practice management and other technology levelled the playing field so that King County can ensure low-income, vulnerable and underserved patients have access to high-quality care.
- **Voter Tabulation:** An innovative, federally- and state- certified, modern tabulation system is utilized by King County to ensure accurate counting of votes and election results leading to greater efficiencies. This will meet the needs of the ever growing county.
- **Title Recording and Search:** King County delivered a modernized streamlined online portal for customers to record, search, share and request important documents. The public can access and/or submit marriage license applications and certificates, deed of trust, lien, mortgage, contract and other important documents online. Individuals can access more than 16 million recorded documents dating back to 1991.
- **Emergency Communications:** Puget Sound Emergency Radio Network (PSERN) replacement of communication towers, technology and radios when completed will provide most technologically advanced and responsive systems in the country. E-911 next generation will provide a modernized platform to handle the growing number of calls coming into the Public Safety Answering Points (PSAPs). Additional capabilities for voice, text and video are enabled by modernization.
- **Electronic Payments:** King County expanded its electronic payments countywide to allow the payment for goods or services or for making transactions via generally accepted practices of credit or debit card, electronic check, or other forms of payment.
- **Risk Management:** Managing county risk is critically important to understand risk management, claims and safety and having data to gain insights is invaluable. Improving the County's claims and risk management processes have been greatly improved by moving to an integrated platform that is supporting the enterprise in understanding risk.
- **Surface Water Management Billing:** To provide accurate surface water management billing fees to Treasury for the annual property tax billing and a reduced dependence on manual processes, the new billing system eliminates the need for a separate discount database and spreadsheets by building in the functionality needed to accommodate various rate structures, discounts and other variable changes in the future.

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MOBILITY

Engage and empower residents and employees to interact and transact business when and where most appropriate and convenient.

COUNTY HIGHLIGHTS

- **King County Connect Mobile App:** King County Connect, available via iOS App Store or Goggle Play, allows public to conveniently request services, send messages to their local government and elected officials and to stay informed about activities or issues of interest to them whenever and wherever they choose. One of the first features of the app is Noxious Weeds, which allows the community to easily identify and automatically report geotagged locations of invasive plants. Invasive plants are a danger to our county’s environment, degrading wild areas and harming waterways, native plants, animals and livestock. They can injure people and devastate agriculture.
- **Wireless:** Enhanced Wireless deployment at most county facilities, which allows employees to deliver services in new ways and allows visitors to stay connected while doing business in the County buildings.
- **Innovation - Augmented & Virtual Reality:** Use augmented and virtual reality smart glasses to train county employees working at the waste water treatment plants on maintaining equipment. This innovation spotlight has won numerous awards.

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WORKFORCE EMPOWERMENT

Employees effectively using IT platforms and tools to drive business process improvements

COUNTY HIGHLIGHTS

Building Data Practitioners: Offering demand-driven training that delivers innovation capabilities to the County workforce:

- Oracle OBIEE (Oracle Business Intelligence Enterprise Edition)
- Power BI (Business Intelligence)
- Tableau

Modern Workplace of the Future: Offering collaboration platforms and tools to improve delivery of government services:

- Microsoft Office 365
- Unified Communications
- Laptops / Tablets standard
- Multi-factor Authentication
- Smart Hub / Video Conferencing
- IP Fax

Emergency Communication: Use KCInform (CodeRed) to reach King County employees with notifications that are secure and include personal safety and emergency directives (e.g. fire or active shooter), change in business operations, alternative work options, and time-sensitive notifications. More than 15,000 people are registered with KCInform.

Acknowledgements



Strategic Advisory Council
Business Management Council
Technology Management Board
Agency and department volunteer representatives
Department of Information Technology

Public Sector Partners



Office of the CIO



Office of the CIO



Private Sector Partners



Community Members

1,115 participants in an on-line forum